



# ANNUAL REPORT OF THE TRUSTEES

Period ended 31<sup>st</sup> March 2021



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## LEGAL AND ADMINISTRATIVE INFORMATION

Charity Name:	Changing the Chemistry (hereinafter referred to as CtC)	
Legal structure:	Scottish Charitable Incorporated Organisation (SCIO)	
Governing Document:	Constitution (dated 27 March 2015 and last updated 3 <sup>rd</sup> September 2019)	
Charity Number:	SC045519	
Chief Executive Officer:	Tanya Castell MBE	
Trustees:	Tanya Castell MBE	Appointed 27/03/15
	Roger Duerden (Treasurer)	Appointed 27/03/15, Re-elected 11/06/18
	Yvonne Greeves	Elected 12/06/17, Retired 28/09/20
	Maria Hamilton	Elected 11/06/18, Resigned 23/05/21
	Wendy Lamin (Vice Chair)	Elected 11/06/18
	Catherine Nelson-Shaw	Elected 28/09/20
	Susan Nickalls	Elected 02/09/19, Resigned 09/12/20
	Louise Power	Elected 28/09/20
	Yazmin Raven	Elected 28/09/20
	David Robinson	Elected 12/06/17, Retired 28/09/20
	Neil Stevenson (Vice Chair/Chair)	Elected 20/06/16, Re-elected 28/9/20
	Karthik Subramanya	Elected 20/06/16, Re-elected 02/09/19
	Martha Walsh	Elected 12/06/17, Retired 28/09/20
	Bogusia Webb	Elected 02/09/19
Company Secretary:	Hans Smans	
Principal Office:	3a Dublin Meuse Edinburgh EH3 6NW	
Bankers:	Co-operative Bank plc	
Independent Examiner:	Stephen Williams ACA	



## TRUSTEES' REPORT

The Trustees present their Report and Accounts together with the independent examiner's report, for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021. The accounts have been prepared in accordance with the accounting policies set out on page 17 and comply with the CtC Constitution and applicable law.

**CtC's vision:** Changing the Chemistry in the boardroom so people and boards embrace diversity of thought

**CtC's purpose:** Improving board effectiveness and quality through diversity of thought

**CtC's values:**

**Courage** (encompassing: truth, challenge, honesty, authenticity)

We will be courageous in all we do – for ourselves, for each other and for the greater good of organisations. Challenging the status quo, having BIG conversations, stretching conventional beliefs and boundaries, daring to introduce difference

**Tenacity** (encompassing: persistence, individuality, making a difference, proactive collaboration)

We will make a difference and do this by holding on to what we believe - encouraging and influencing organisational change. We will do this through building a robust infrastructure promoting personal development and growth, based on an ethos of peer-to-peer support, sharing our experience, knowledge and insight for the benefit of all.

**Credibility** (encompassing: wisdom, integrity, trustworthiness, diversity, professionalism, influence, respect)

We will build a reputation as change agents influencing organisational shifts in recruitment policy offering real, developed, talent demonstrating the power of diversity.

### Structure, governance and management

#### Incorporation

The work of CtC began in August 2011, but it was incorporated as a Scottish Charitable Incorporated Organisation (SCIO), approved by the Office of the Scottish Charity Regulator (OSCR), on 27<sup>th</sup> March 2015.

#### Governing document

CtC was established by Constitution dated 27<sup>th</sup> March 2015 (amended 1<sup>st</sup> October 2015, 21<sup>st</sup> June 2016, 8<sup>th</sup> November 2016 and 3<sup>rd</sup> September 2019). There have been no constitutional changes during the year.

#### Recruitment, appointment and training of trustees

Trustees are elected by the members or can be co-opted to the board in accordance with the Constitution. Trustees are experienced individuals and either have a good understanding of what is involved in being a trustee of a charity or have been provided with training on appointment. Each year, the three longest serving trustees are required to step down (though they can put themselves forward for re-election if they have served less than 6 years) and in 2020 there were 7 members who applied for the 4 roles, one of whom was already on the board. Because of Covid, the Annual General Meeting (AGM) had to take place online. There were 50 attendees with 34 proxies submitted, so the meeting was quorate (a quorum of 58 was needed at the time). Given the AGM had to be virtual, member voting on the trustee candidates took place beforehand.



Following a retirement and a resignation, two co-opted trustees are expected to join in the summer of 2021 to bring specific areas of expertise identified by the board as areas that would enhance the governance of the charity. To facilitate this process, the board set-up a nomination committee to decide on board appointments including the co-opted trustees, recommendations to the members on trustee candidates and the executive trustee.

CtC is committed to supporting the trustees to enhance their skills and knowledge further, to improve the effectiveness of the board and increase the collective expertise within the organisation. New board members are provided with induction from the Chair and the CEO, and also receive an induction briefing from another trustee. CtC provides training and knowledge-sharing events relating to the boardroom for its members, which trustees are also able to attend. Additionally, CtC had two board observers during 2020-21 as part of the charity's work to create a talent pipeline for the boardroom.

### **Trustees' remuneration**

The trustees receive no remuneration from CtC. However certain expenses are reimbursed, in certain defined circumstances, in accordance with CtC's expenses policy.

### **Governance**

All strategic decisions affecting CtC are undertaken by the board of trustees. The board meets quarterly with an annual strategy session, though for logistical reasons this year it ended up taking place in April (rather than February) 2021. The session focused on the financial model of CtC and potential funding options.

Board Meeting attendance by trustees for the year 2020-21:

<b>Trustee</b>	<b>Meetings whilst in office</b>	<b>Attendance</b>
Neil Stevenson	5	5
Tanya Castell	5	5
Roger Duerden	5	5
Yvonne Greeves	2	2
Maria Hamilton	5	4
Wendy Lamin	5	5
Cate Nelson Shaw	3	3
Susan Nickalls	4	4
Louise Power	3	3
Yazmin Raven	3	3
David Robinson	2	2
Karthik Subramanya	5	4
Martha Walsh	2	2
Bogusia Webb	5	5



Board meetings considered a refreshed strategy, budgets and financial reporting, KPIs and risk reporting, and transition arrangements for the change in leadership described above. This ensured effective oversight of the charity throughout the year.

One exceptional governance issue needs to be noted. In the summer of 2020, there were different views between Board members on the governance of a project.

This project investigated a single product as a potential new online membership platform to support collaboration within the CtC network. The commitment and enthusiasm of the team (made up of members who were also trustees) was appreciated, and there was a wider view that how we support two-way communication with members and distribute information would need to be looked at in the future (and is included in the revised strategy). However, it also gave rise to friction because of different views on the charity's priorities, and how a project looking at a member platform should be run operationally and then overseen at a governance level.

Trustees recognised that diversity of thought can sometimes present challenges. An externally facilitated discussion was held with the board before the October meeting to ensure all voices were heard. Ultimately an ad hoc board meeting was held in December 2020 to discuss the proposal from this group of members. Given that the CEO had already announced her intention to step down at the 2021 AGM, the majority opinion was that the successful transition of CtC's leadership would be put at risk by diverting resources to the implementation of a new platform, and the decision was taken to postpone consideration of such a project until the transition had been completed. There is future learning for us around governance, trustee communication, and ways of avoiding misunderstanding.

### **Organisational structure**

CtC's activities are focused on helping members to secure board roles, supporting members on boards to enhance their performance, and providing advice and services to boards which want to improve their diversity. The membership of the organisation grew from 547 to 630, a 15% increase over the period (compared to 25% in 19-20) with 7% (previously 6%) of members based outside Scotland. CtC operates as a peer-support network, had no employees during the period, and all activities are carried out by member volunteers, led by the part-time voluntary CEO. Volunteers are asked to provide activity updates on a regular basis. Team calls are held twice a week to enable members to call in as appropriate. The number of volunteers contributing in some way to the running of CtC has increased significantly in the last year to around 100 (with over 30 new volunteers offering to help). This is in addition to all members being asked to help on specific projects such as promoting board vacancies to their own wider network outside of CtC.

In anticipation of CtC's 10-year anniversary, our founder, executive trustee and volunteer CEO Tanya Castell MBE, confirmed that she would be stepping down from her role at the AGM in August 2021. Given the key person risk and to facilitate a smooth transition, a part-time project manager was engaged in February 2021 to work with the CEO. A new leadership structure was announced in May with the introduction of a Presidential triumvirate (President elect, President and past President – each lasting 1 year) to be announced at the AGM in August 2021. Additionally, the intention is to recruit a paid part-time Chief Operating Officer (COO).

In addition, the Treasurer, Roger Duerden, reaches the end of his 6 years on the board. A new Treasurer, Yazmin Raven, has been identified from the trustees and the transition is taking place ahead of August. Additional support for the Treasurer role to mitigate the key person risk is being progressed.

Our operational structure continues to evolve to meet the increasing demand to deliver CtC's charitable objectives and fulfil the needs of members. Following the appointment of a Head of Volunteer Management in the previous year, further progress was made with the appointment of a



Head of Volunteer Recruitment in early 2021. The first Volunteer Bulletin was issued in March and generated a lot of response which was very encouraging. Further progress is planned to create volunteer working groups to facilitate communication and information sharing.

### **Risk management**

CtC has implemented a risk management policy, and in accordance with that, have considered the major risks to which CtC is exposed. The board reviews those risks quarterly and ensures there are action plans or appropriate mitigation to address them where required. At the current time, the top two risks are:

1. loss of key members (there are some volunteers, such as the CEO, Chair and Treasurer, who contribute a lot of time and effort to the charity) – this is being addressed by the new leadership structure and seeking to have deputies for roles, but this August will be the first major transition for CtC.
2. lack of volunteers to deliver CtC's services, both to members on their board journeys and to organisations who pay fees to CtC – this is being addressed by the appointment of a head of Volunteer Recruitment and introducing a regular volunteer vacancy bulletin.

### **Objectives and activities**

CtC is established for charitable purposes only, in particular the promotion of equality and diversity by:

- promoting diversity on governing bodies of all organisations in the public, private and third sectors;
- supporting people from under-represented populations in obtaining positions on governing bodies;
- supporting governing bodies in recruiting members from underrepresented groups;
- supporting members of governing bodies in the performance of their duties; and
- supporting governing bodies in the quality of decision making.

For as long as CtC is entered on the Scottish Charity Register, its purposes may only be altered with the prior consent of the Office of the Scottish Charity Register (OSCR) and in accordance with any conditions attached to such consent.

CtC works to meet these objectives by operating as a voluntary peer support network across the UK, headquartered in Scotland, that seeks to improve board effectiveness by increasing diversity of thought on boards of organisations operating in all sectors of the economy. This is done by helping those from diverse backgrounds secure board roles, by supporting those on boards to perform in those positions and providing advice and guidance to those organisations who want to improve their board's diversity.

The activity of CtC is to further these objectives and to apply capital or income for such charitable purposes as the trustees in their absolute discretion think fit. The trustees confirm that they have referred to the information contained in OSCR's general guidance on public benefit when reviewing CtC's aims and objectives and in planning future activities.

A board strategy review session took place in February 2020. It was agreed, based on the performance to date, that CtC has continued to deliver well against the strategic performance indicators and there has been no major shift in the external environment that would demand a complete strategy rewrite. The charity's vision, purpose and values were reconfirmed. It was also agreed that the objectives needed to be updated to ensure a sustainable operating model to support the growth of the network. Since then, a revised strategy has been finalised, re-committing to and amending our current strategy to give focus for the period 2020 to 2023. This will continue to address the core challenge that the board has recognised needs to be addressed, relating to members volunteering and management of volunteers. The three revised objectives are:



**Objective One – Our members are active and volunteering:** This objective is a key principle of CtC being a charitable peer support network with members helping each other and the organisation to achieve its vision. Therefore, this needs everyone to concentrate focus on supporting those members aspiring to, or already in, the boardroom.

**Objective Two – Our operating model is effective and resilient:** This objective goes hand in hand with our active membership to ensure that the way the charity operates and organises itself is effective and sustainable. Given the challenges of being run by volunteers, CtC needs adequate resources (financial, human, technology and documentation).

**Objective Three – Our influence is felt:** This speaks specifically to our drive to communicate externally to influence change and awareness around the importance and nature of diversity of thought in the boardroom. These activities are also the primary source of income for CtC.

## Achievements and performance

CtC has continued to make good progress in delivering its strategy despite the pandemic, through the three strands of focus outlined above. Work has continued to evolve the charity’s operating model to involve more members in the delivery of its activities. There are now around one hundred members involved in some way in helping to deliver CtC’s activities, all on a voluntary basis (compared to around seventy-five in the previous period). The contribution made by volunteers (mostly CtC members but also many others) is essential to delivering CtC’s work. In addition to giving their time to assist with administration, event organisation, member support and recruitment, members also freely gave their professional expertise and connections providing advice and speakers for events. The number of volunteer hours contributed by the Trustees alone exceeded 1,700 for the year.

Support for members seeking board roles during the pandemic has been delivered via online sessions. The membership platform is used to help CtC’s peer support network by providing useful reference documents, details of board vacancies and areas for groups of volunteers to share progress, ideas and papers. However, there is still more work to be done to ensure that members extract maximum benefit from the platform and to make it more user friendly. A member survey has been drafted to ask members what tools are most important to enable CtC to focus resources in the right place.

CtC has also revised the suite of Key Performance Indicators (KPIs) against the revised strategic objectives to enable the executive and the board to track progress on a quarterly basis. These are reported on below under the relevant objectives.

### a) Objective 1: Our members are active and volunteering

#### Key Performance Indicators

Description	Target	Year End	Comments
Number of board roles filled by CtC members	40 per year	40	Monthly reporting in place
Number of <u>new</u> Catalysts, Mentors and Coaches	5 per year	5	New mentoring and coaching programme under development
Number of new volunteers engaged	15 per year	30+	The target was hit early in 2021 but the appointment of a Head of Volunteer Recruitment in February has had a major impact
Member Engagement	TBC	N/A	Methodology under development

In the last year, members reported that forty (42 in 19-20, 49 in 18-19) board roles were filled by CtC members across all sectors, and a dedicated person is in place to encourage members to report their appointments to the team to ensure that these successes are captured and celebrated. Whilst the advent of the pandemic did require some readjustment to the new way of working in a



virtual world, there was an upside in that the switch to online did enable greater attendance at sessions.

There have been eight (19 in 19-20; 14 in Scotland and 5 in London, 14 in 18-19) *Target Group* meetings (for those seeking NED roles). There were ten (9 each in the past two years) *Graduate Group* meetings (for those with board roles) and two additional sessions focused on charity trustees addressing issues raised by the pandemic. This support is further supported by regular newsletters with supplementary events communications.

More formal education in board-related matters has been organised by members of the Events team. There have been 9 Board Journeys (experienced board members sharing their thoughts on the boardroom and how to reach it) and a session on the importance of annual reports. This was in addition to one large event for all members (run after the AGM in September online). There were also eight (nine in 19-20, 7 in 18-19) virtual social networking events to enable members to meet others and share their experiences despite lockdowns.

The CtC Catalyst pilot has now completed and the number of Catalysts providing support and nudges to Catalysees is being expanded. Catalysts are required to have board experience from two of three sector organisations (private, public and third) and be knowledgeable about CtC so that they can explain how the organisation works so that Catalysees are able to leverage the services and network available. Furthermore, Dr Helen Wright, Head Catalyst is about to relaunch CtC's coaching and mentoring support with revised coaching and mentoring policies having been approved by the board and additional coaches recruited.

## b) Objective 2: Our operating model is effective and resilient

### Key Performance Indicators

Description	Target	Year End	Comments
Annual income exceeds costs	Net profit 0	Green	Small profit for 20/21
All key roles to have deputy/co-lead or succession plan	End July '21	Green	Underway including for leadership team
All key activities to be documented	End June '21	Amber	CtC Volunteer Team coordinating this for existing teams; transition project manager working on it for CEO activities –

Whilst the Covid-19 pandemic did mean that many board recruitment rounds were put on hold, activity has begun to pick up again since the start of 2021. During the year, CtC received income or donations for delivering advice, help or support to 18 (25 in 2019-20) organisations relating to improving their board diversity. This has been achieved primarily through word of mouth, given the success CtC has had in helping boards improve their diversity.

As noted in previous years, the growth of the membership has continued to mean that more structure and documentation is required to support all those volunteers involved in running the organisation. This is also important to enable more decentralisation of the activities and to minimise key person dependencies. Following the recruitment last year of a Head of Volunteer Management, a Head of Volunteer Recruitment was appointed. Volunteer vacancy bulletins have been introduced, which has had a very positive impact. A volunteer charter has been approved and will be launched this summer along with an updated Code of Conduct, which has been revised to reflect the changes to how CtC operates. The Volunteer Management team is also working with the individual teams of volunteers to make sure their activities are documented to facilitate onboarding and handover of responsibilities.



Additionally, in April 2021, the board carried out a review of the financial operating model. There was support from the Board for the need to raise additional funds to support the charitable aims and strategy, both to hold in reserve to enable CtC to act on opportunities when they present themselves, and also to enable CtC to pay for support and professionally designed collateral in order to amplify CtC's voice and provide a more structured framework to support the services provided both for members and influencing externally as CtC scales up further. The executive team will take this guidance forwards in developing future operational plans (following completion of the leadership transition project in August). However, in the interim, the Scottish Government has launched an Equality and Human Rights fund, to which CtC has submitted a grant application.

**c) Objective 3 Our influence is felt**

**Key Performance Indicators**

Description	Target	Year End	Comments
Number of new relationships with relevant bodies in the board or diversity arena	2 per year	2	Constrained due to pandemic
Number of boards advised/helped per year (for a fee)	3 per year	9	Range of public sector and third sector bodies
Number of formal ambassadors	20 total	Amber	Ambassador pack now finalised and people identified but formalisation not completed
Number of new income sources	1 per year	Red	Work put on hold due to pandemic
Number of talks given by CtC Ambassadors	10	12	Delivered by range of trustees and ambassadors

The CtC trustees and other members continue to spread the word on the benefits of board diversity.

The pandemic of Covid-19 has meant that, for a while, board recruitment rounds were paused. However, the work to deliver an unconscious bias training pilot contracted by the Scottish Government continued with the sessions switching to online and six workshops were delivered, the last in January 2021. Follow-up on progress made by the organisations in improving their board effectiveness through greater diversity and inclusion takes place after 6 and 12 months.

Mostly, CtC advises and supports boards seeking to increase their diversity by assisting with board recruitment rounds, eg. helping with board information events, running workshops on how to apply for board roles, advising on wording of job adverts/application packs and using CtC members' extended network to reach more diverse candidates. Since late 2020, board recruitment has started up again and CtC has provided advice or support in addition to trustees and other CtC ambassadors speaking at a number of online events. CtC has received advisory fees for support for 5 board public sector board and 4 charity board recruitment rounds. This is in addition to continuing to share details of board vacancies with the membership for free.

CtC continued to work in partnership with the College Development Network (CDN) and has helped three Scottish colleges with their board recruitment rounds in addition to participating in three events with CDN. CtC is also being asked to share its experience in improving board diversity more widely eg. Welsh public appointments. CtC is now in the process of formalising the ambassador role.



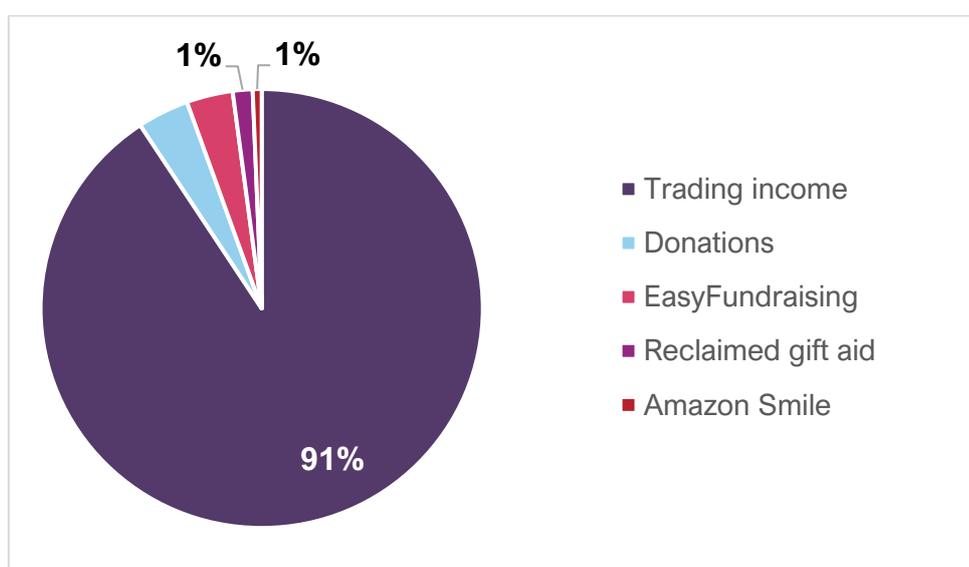
## Financial review

The Trustees consider that the outgoing resources for the period of £7,218 was reasonable in view of the operation and nature of CtC. This figure represents an increase on the previous period (£2,473), reflecting the fees paid to a part-time Project Manager engaged by CtC to oversee the transition from the charity's retiring CEO to a new leadership structure.

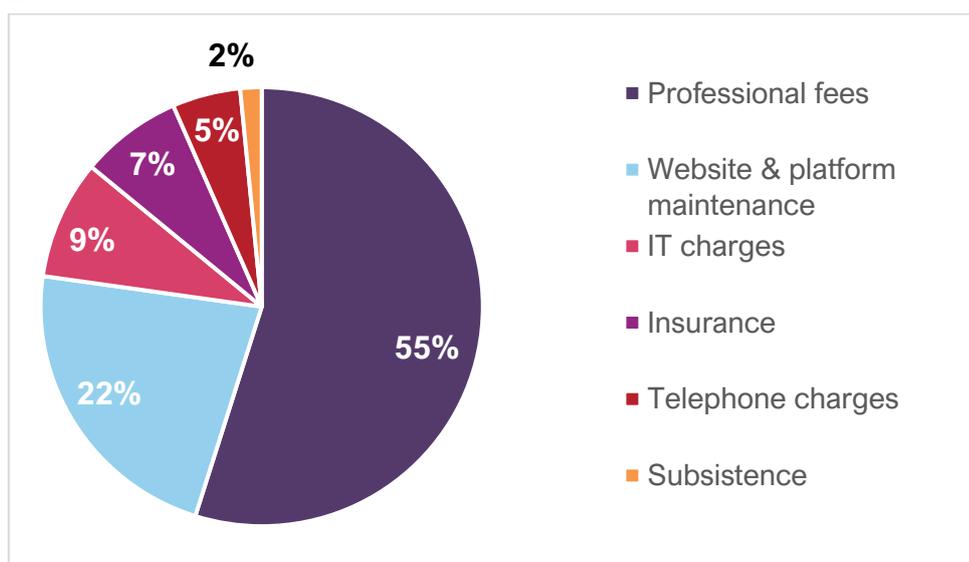
CtC manages its accounts on a receipts and payments basis. At 31<sup>st</sup> March 2021, CtC had unrestricted funds of £14,826 and held no restricted funds. There were no outstanding creditors or pending financial commitments, but a total of £880 was owed to CtC by three trade debtors in respect of unsettled invoices issued prior to financial year end, which will be accounted for when received.

The following charts summarise the principal sources of income and expenditure during the period.

### Income



### Expenditure



### Donations

CtC received a total of £691 in voluntary donations during the period, of which £300 was collected via EasyFundraising, and £57 via Amazon Smile. All of the £334 received in individual donations was eligible for gift aid. £128 was received during the period in payment of reclaimed gift aid.



### **Costs**

CtC's main costs during the period related to project management fees, maintenance of the website and membership platform, IT charges (Survey Monkey, telephone conferencing, Zoom, hosting and Insurance). Much of the software used by CtC does not currently cost anything, including MailChimp, BuddyPress, Dropbox and Eventbrite.

### **Reserves policy**

The Trustees have considered the purpose and size of retained income and have set a policy of maintaining reserves equivalent to three months' normal operating costs. In view of the future expenditure commitments and the anticipated further commitments to be entered into shortly, the current level of reserves is considered to be appropriate. In reaching this conclusion the Trustees had regard to expected future income.

Approved by the Board of Trustees and signed on its behalf by

Neil Stevenson (Chair)

28<sup>th</sup> July 2021



## TRUSTEES' STATEMENT OF RESPONSIBILITIES

The trustees are responsible for preparing and approving the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

The law applicable to charities in Scotland requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the provisions of CtC's Constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF CHANGING THE CHEMISTRY

I report on the accounts of CtC for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021, comprising the statement of receipts and payments, the statement of balances and the related notes 1 to 4.

This report is made solely to the trustees of CtC, as a body, in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than CtC and its trustees as a body, for my work, for this report, or for the opinions I have formed.

### Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that the audit requirement of regulation 10 (1)(d) of the 2006 Regulations does not apply and that an independent examination is needed. The charity is preparing accounts on a Receipts and Payments basis and I am qualified to undertake the examination by being a qualified member of ICAEW.

It is my responsibility to examine the accounts as required under section 44 (1)(c) of the 2005 Act and to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with regulation 11 of the Regulations. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

### Independent examiner's statement

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with section 44 (1)(c) of the 2005 Act and regulation 4 of the 2006 Regulations
  - to prepare accounts which accord with the accounting records and to comply with regulation 8 of the 2006 Regulationshave not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Stephen Williams, ACA

28<sup>th</sup> July 2021



## STATEMENT OF RECEIPTS AND PAYMENTS

(Period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021)

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
<b>RECEIPTS</b>					
Voluntary income (donations)		692	-	692	1,067
Trading income		8,040	-	8,040	8,905
Grants		-	-	-	-
Investment income		-	-	-	-
Reclaimed Gift Aid		128	-	128	135
<b>TOTAL RECEIPTS</b>	0	<b>8,860</b>		<b>8,860</b>	<b>10,107</b>
<b>PAYMENTS</b>					
Operational costs	2	6,681	-	6,681	2,009
Governance costs	3	537	-	537	464
<b>TOTAL PAYMENTS</b>	0	<b>7,218</b>		<b>7,218</b>	<b>2,473</b>
<b>SURPLUS FOR THE PERIOD</b>				<b>1,642</b>	<b>7,634</b>
<b>Fund balances brought forward</b>				<b>13,184</b>	<b>5,550</b>
<b>Fund balances carried forward</b>	0			<b>14,826</b>	<b>13,184</b>

All the above results derive from continuing operations.



## STATEMENT OF BALANCES

(as at 31st March 2021)

	Note	31 March 2021 £	31 March 2020 £
<b>FIXED ASSETS</b>			
Tangible fixed assets		-	-
		<hr/>	<hr/>
<b>CURRENT ASSETS</b>			
Bank accounts		14,826	13,184
<b>NET CURRENT ASSETS</b>		<hr/>	<hr/>
		14,826	13,184
		<hr/>	<hr/>
<b>FUNDS</b>			
Unrestricted funds	0	14,826	13,184
Restricted funds	0	-	-
<b>TOTAL FUNDS</b>	0	<hr/>	<hr/>
		14,826	13,184
		<hr/>	<hr/>

These financial statements of Changing the Chemistry SCIO, registered no. SC045519, were approved by the board of trustees and authorised for issue on the 5<sup>th</sup> July 2021.

Roger Duerden (Treasurer)

28<sup>th</sup> July 2021



## NOTES TO THE FINANCIAL STATEMENTS

Period ended 31<sup>st</sup> March 2021

### 1. Accounting policies

#### **Basis of preparation**

The financial statements have been prepared on the Receipts and Payments basis in accordance with the Charities & Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006 (as amended).

CtC has sufficient liquid assets and only commits to expenditure that is within its financial resources. The Trustees have reviewed the cash position of the charity and cash forecasts at the date of signing the financial statements and are satisfied that CtC will be able to meet all its financial commitments. After making enquiries, the Trustees have a reasonable expectation that CtC has adequate reserves to continue in operational existence for the foreseeable future. Whilst the Covid-19 pandemic has had a serious impact on the UK, CtC has not been materially affected because it has been able to switch to delivering its services, both to members and those organisations paying for advice and training, via webinars. Accordingly, the trustees continue to adopt the going concern basis in the preparation of these financial statements.

#### **Unrestricted funds**

Unrestricted funds are donations and other incoming resources receivable or generated for the objects of CtC without a specified purpose, and which are available for use at the discretion of the trustees.

#### **Restricted funds**

Restricted funds represent donations or grants received which are allocated by the donor or grant body for specific purposes.

#### **Incoming resources**

All income is recognised in the statement of financial activities when received.

#### **Resources expended**

Resources expended are recognised in the period in which they are paid.

Governance costs comprise administration costs and legal and professional fees for the running of CtC itself as an organisation.

#### **Taxation**

The entity is a registered charity and the only trading activity CtC undertakes is primary purpose trading (providing advice and training to encourage diverse candidates to consider board roles) which contributes to CtC's charitable purposes and is therefore exempt from taxation. No trading activity took place during the period

#### **Cash flow statement**

The Charity is exempt from the requirement to include a cash flow statement as part of its financial statements.



## 2. Operational costs

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Telephone charges	360	587
Fares and travel	-	89
Accommodation	-	59
Subsistence	113	-
IT charges	632	475
Website and member platform maintenance	1,616	500
Professional fees	3,960	-
Vehicle costs	-	299
	<u>6,681</u>	<u>2,009</u>

## 3. Governance and employee costs

Public liability and trustee indemnity insurance was purchased during the period.

CtC had no employees throughout the period although a part-time transition project manager was providing services from February 2021. The trustees received no remuneration although expenses totalling £468 were refunded to trustees, primarily for IT software subscriptions, during the period.

## 4. Statement of funds

	<b>Balance</b>			<b>Balance</b>
	<b>31<sup>st</sup> March</b>	<b>Income</b>	<b>Expenditure</b>	<b>31<sup>st</sup> March</b>
	<b>2020</b>	<b>£</b>	<b>£</b>	<b>2021</b>
	<b>£</b>			<b>£</b>
Restricted funds	-	-	-	-
Unrestricted funds	13,184	8,860	7,218	14,826
Total funds	<u>13,184</u>	<u>8,860</u>	<u>7,218</u>	<u>14,826</u>